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Executive Reg. No.  
2-2309

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SEP 19 1951

MEMORANDUM

TO : Chairman, Project Review Committee  
FROM : Director of Training and Assistant Director (Personnel)  
REFERENCE: Secret Program for the Establishment of a Career Corps  
in the Central Intelligence Agency dated 7 August 1951

PROJECT

To establish a University Liaison and Recruiting Officer in the Office of Personnel and consultant-contacts in fifty quality colleges and universities to recruit professional trainees and for other purposes. (Reference pp. xi, xii, 1-6 and 19-21.)

NATURE OF PROJECT

In order to obtain the services of the best products of graduate and professional schools and colleges, the Agency must establish a systematic program of recruitment on this level. There is further a need to guide the studies of promising young men and women toward subjects of interest to the Agency, and away from irrelevant fields. (Detailed discussion in Reference, pp. 3-6.)

Our recruitment in academic institutions can be improved by:

1. Systematizing contacts;
2. Decreasing dependence on the college placement officer, whose job is to place students, almost regardless of their merit;
3. Taking advantage of all available information on the campus about applicants, and at the same time getting professors to evaluate their students honestly; and
4. Eliminating worthless applications.

It is therefore proposed that the Agency acquire the services of a University Liaison and Recruiting Officer, who will establish paid consultant-contacts in a selected group of colleges and universities.

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The consultant-contacts will identify able students and lead them to apply for positions as professional trainees.

The University Liaison and Recruiting Officer must be a man who has held very high academic position with success, and has an entree to the presidents of colleges and universities. A recently retired, but vigorous, president, provost or dean would be suitable. He should be cleared and brought in to the Office of Personnel, thoroughly briefed by Personnel and Training, and sent out to establish consultant-contacts. On his first trips, he should be accompanied by an experienced member of the Office of Training or Personnel, since situations and questions to which he does not know the answer will arise.

O/P and O/TR will draw up lists of possible consultant-contacts at the colleges to be covered, drawing upon recommendations by the various offices, particularly O/O. The following lists will be submitted to IAS/O for appropriate check before the institutions are visited:

1. List of colleges and universities
2. List of initial contacts (presidents and other senior officers)
3. List of possible consultant-contacts

Institutions and persons whom IAS/O regard as undesirable will be struck off the list.

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The University Liaison and Recruiting Officer will then write the Presidents or other initial contacts to arrange an appointment to discuss the establishment of the consultant-contact. Working in cooperation with [redacted] he will spend three to five days at each institution, briefing the President or another senior officer and interviewing possible consultant-contacts, seeing the more promising ones twice or more.

Consultant-contacts will be fully cleared (including polygraphing while they are in Washington for training).

Consultant-contacts will be brought to Washington for training and indoctrination, over a period of five days. They will attend the CIA Orientation and Indoctrination Course, and will receive other special instruction and briefing, including security. During this time, they will be reimbursed as consultants, @ \$25.00 per day, plus per diem and transportation.

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When established, the consultant-contact will serve the Agency by observing promising students as early as possible in their careers, guiding them into undergraduate and graduate studies that will serve as a background for intelligence work, and nominating them to Personnel Procurement at the appropriate time. Through his conversations with them, he will have motivated them for a career in intelligence. In the case of students who have not fulfilled military service, he may inform them of the Agency's arrangement with the Department of Defense, whereby they may perform their service under the Agency's auspices if they are not committed to the National Guard or the Reserves. (Further steps in selection are discussed in Reference pp. 3-6, 22-31.)

The consultant-contacts should be paid as consultants @ \$500.00 a year in two installments (January and June) to produce semi-annual reports of their activities in identifying and motivating promising students. Compensation at a daily rate is avoided to prevent the consultant-contacts from feeling that they owe only so much time. If compensation were on a daily basis, the question of dual compensation would arise in some cases.

The list of fifty institutions was drawn up by a group of people in the Agency with wide academic knowledge and contacts. The fifty should be regarded as a beginning, and the list should be expanded or revised as experience dictates.

A brochure will be prepared by O/TR for distribution by the consultant-contacts to applicants, setting forth advantages of employment here. It will be cleared with I&S/O.

The advantages of this program to the Agency will be to consolidate and sharpen our recruiting at the college and graduate school level, to simplify the task of Personnel Procurement at this level, and to make it possible to carry out the recruitment of professional trainees as planned.

A program of this scope and purpose could not be operated covertly.

#### TIMING FOR IMPLEMENTATION AND COMPLETION

The institutions should be visited between October and April, 1951-52. As many as possible should be covered in the first year, so that the flow of applicants will begin in time for them to be brought on duty in July and October of 1952.

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OPERATIONAL AND SUPPORT REQUIREMENTS

The project is presented jointly by O/TR and O/P, since both are concerned.

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Operational support will be required from [REDACTED] and from personnel of the Agency as a whole, to recommend consultant-contacts. I&S/O will investigate the consultant-contacts, and will be asked to pass the brochure and other information to be released.

ADMINISTRATIVE SUPPORT

None, except for travel and personnel actions. Recommend funds be made available to and administered by O/P, and that policy be determined jointly by O/P and O/TR.

TYPE OF FUNDS

Expenditures for travel, per diem and for consultants fees (including travel and per diem) should be made available from vouchered funds. Entertainment allowances should be made available from un-vouchered funds.

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ESTIMATED COST (See Tab A)

Total cost of establishing and maintaining contacts for year ending 30 June 1952.

Salary of University Liaison and Recruiting Officer GS-15	\$10,000.00
Travel of Agency representative	6,063.00
Travel of Contacts to Washington (including compensation)	18,150.00
Annual compensation of Contacts	25,000.00
All other contingencies	<u>787.00</u>
<b>TOTAL</b>	<b>\$60,000.00</b>

Estimated cost for subsequent years:

Salary of University Liaison and Recruiting Officer	\$10,000.00
Travel of Agency Representatives to replace contacts lost by attrition and to establish contacts in other institutions	2,000.00
Travel of new contacts to Washington (including compensation)	4,000.00
Annual compensation of Contacts	<u>30,000.00</u>
<b>TOTAL</b>	<b>\$46,000.00</b>

OUTSIDE SUPPORT

Cooperation on a high level from colleges and universities.

INTRA-AGENCY COORDINATION

1. Inspection and Security Office
2. General Counsel
3. Office of Operations (Contacts)

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MATTHEW BAIRD  
Director of Training

[REDACTED] Assistant Director (Personnel)

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TAB A

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TAB A

Travel and Per Diem of Agency  
Representatives to Establish Contacts

Estimated Travel Expenses of  
Liaison and Recruiting Officer

RR and Pullman Fares	\$2,500.00
Days in Institution @ 4 days per institution	200
Estimated Travel time	20
Total Days	220
Per Diem @ \$9.00	<u>\$1,980.00</u>
<b>TOTAL</b>	<b>\$4,480.00</b>

Estimated Travel Expenses of  
Experienced members of the  
Agency to accompany Liaison  
and Recruiting Officer on  
First Trip (sample itinerary #9)

RR and Pullman Fares	\$750.00
Days in Institution @ 4 days per institution	32
Estimated Travel time	5
Total Days	37
Per Diem @ \$9.00	\$333.00
<b>TOTAL</b>	<b>\$1,083.00</b>
Entertainment Allowance (UV)	<u>\$ 500.00</u>
<b>TOTAL COST OF ESTABLISHING CONTACTS</b>	<b>\$6,063.00</b>

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Estimated Annual Cost of Maintaining  
50 Contacts for Recruitment of Professional  
Trainees and Other University Recruitment

Remuneration of Contacts as consultants @ \$500.00 per year	\$25,000.00
<b>TOTAL COST OF MAINTAINING CONTACTS</b>	<b>\$25,000.00</b>

Travel of Contacts to Washington for  
Instruction and Orientation

Travel Expenses

Total RR and Pullman Fares	\$4,720.00
Total days travel time	145
Total days in Washington of 50 contacts @ 5 days	250
Total Days	395
Per Diem @ \$9.00	\$3,555.00
<b>TOTAL</b>	<b>\$8,275.00</b>
Compensation of Contacts @ \$25.00 per day as consultants	<u>\$9,875.00</u>
<b>TOTAL TRAVEL AND SALARY EXPENSE OF INSTRUCTION AND ORIENTATION OF CONTACTS</b>	<b>\$18,150.00</b>

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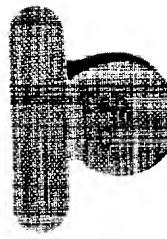
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**TAB C**

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MEMORANDUM OF CONVERSATION BETWEEN  
[REDACTED]

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SUBJECT: Security Procedures on Connection with Recruitment Program for Professional Trainees - Fifty Colleges

1. Training will submit to I&S/O the names of fifty colleges for preliminary screening.
2. Training will submit to I&S/O the names of original contact points of these colleges for preliminary screening.
3. Training will submit to I&S/O, as far as practical, lists of names of individuals who, it is thought, might be designated as consultative contact points under this program.
4. On the fifty consultative contact individuals to be employed as consultants, it will be necessary to obtain Personal History Statements and Appendix I thereto and follow normal processing.
5. When fifty consultants are brought to Washington for an orientation course, if I&S/O is given sufficient notice, arrangements will be made for fingerprinting, signing of Secrecy Agreements, polygraph examinations, and special security briefing.
6. Training, with the advice of I&S/O, will conduct security debriefing of any of these individuals separating from a consultant capacity.

Training's field representative making contacts in connection with this program should feel free to telephone I&S/O concerning preliminary security advice on any individual.

NOTE: References to Training should be amended to Training and Personnel.

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